



**“Still betting on
your reputation?”**

REPUTATION RISK MANAGEMENT

12TH – 14TH June 2005, Renaissance Dubai Hotel

“Loss of reputation is seen as the biggest threat to business. Contrast this with the finding that only 22% of companies have a formal strategy in place to manage brand & reputation risk, and the complicated nature of this risk and the enormity of the challenge become apparent” (Source: PricewaterhouseCoopers)

Based on a survey done recently; reputation risk is the top matter for risk managers in the Middle East. (*Economist Intelligence Unit; based on a survey of 137 risk managers*). Yet few organizations tackle reputation risk with the same firmness as risks to their tangible assets.

Attend and:

- Optimize your brand and reputation
- Learn how to measure the cost and impact of reputation lost
- Understand the nature of your reputation
- Learn how to work with the board to establish a reputation risk management strategy
- Learn how to develop standards and controls for your reputation
- Benefit from media training and crisis simulations
- Witness best practices of crisis planning and testing
- Be the best at bouncing back from a sticky situation

Recent cases of reputation loss:

- Citibank (Japan)
- Coca-Cola recall
- Nike underage labour
- Perrier recall
- Exxon Valdez
- Belgian dairy foods
- BNFL safety/quality
- Brent Spar
- British Gas “fat cats”
- China Government - Sars
- Foot & Mouth (UK Govt.)
- Friends Provident
- Grant Thornton/Parmalat

Reputation lost will damage:

- Brand Value
- Share Price
- Strategic Relationship
- Regulatory relationship
- Recruitment/ Retention



Secure your seats now to avoid
disappointment

**Risk Free Guarantee
+
USD 100 Cash**

Trainer Profile

About Your Workshop Leader

David Davies is the **Managing Director and CEO** of **Davies Business Risk Consulting** (www.dbrc.co.uk). He is a leading thinker and business risk practitioner. He has excelled at adapting and extending the traditional Risk Management processes to embrace the true realities of business risk. In doing so, he has met and overcome such challenges as the practical risk management of intangible assets like reputation, brands and corporate culture.

He has also solved some of the corporate Risk Manager's biggest nightmares, such as embedding risk management into the core management functions and achieving universal buy-in. He has worked extensively in Europe and the United States for companies such as **BASF, Cookson, Group Lotus, Morgan Crucible, Skandia, Tibbitt & Britten, Travelex**, the **UK Government** and the **World Economic Forum**.

He is also a well known author, trainer and speaker on Risk Management, and has chaired and spoken at events in **Europe, Malaysia, Australia** and **Bahrain**. David has designed several risk management information systems which have been used by companies such as **Rolls Royce** as well as several major UK public bodies.

He has also designed software for crisis management and business risk reporting. In 1996 David won the risk management category of the prestigious **BIIA/ Insurance Age award** in recognition of his work in integrating and harmonizing all aspects of Risk Management, from the initial identification sessions through to recording and monitoring risk information by using risk information and risk analysis systems. The award also recognized his work in designing risk management information software for the public sector.

Testimonials

"Your presentation was not only interesting at the time but continued to be thought provoking"

Joe Carlton
Managing Director
National Grid Transco

"Defend your reputation, or bid farewell to your good life for ever"

William Shakespeare

Pre-Course Questionnaire

To ensure that you get the most out of this course, a detailed pre-course questionnaire will be sent to you upon registration to capture your specific training requirements. The completed forms will be analyzed by the course trainer, who will in turn incorporate common areas of interest to participants.

RISK FREE GUARANTEE
+
USD 100 CASH



Who Should Attend

Directors, Heads, GM's from:

- Risk Management, Operations
- Financial Risk, Sourcing
- Risk Assurance, Security, Facilities
- Risk Analysis, Business Continuity
- Public Relations
- Business Recovery
- Corporate Risk
- Business Risk Policy
- Investor Relations

Course Timetable

| | |
|---------------------|------|
| Registration | 0800 |
| Course begins | 0900 |
| Morning refreshment | 1000 |
| Course resumes | 1015 |
| Break | 1230 |
| Course resumes | 1300 |
| End of workshop | 1430 |
| Lunch | 1430 |

Course Outline

Training Methodology

The workshop uses a rich mixture of practical exercises, case-studies, syndicate and group work. It uses many case studies and examples, some illustrated by video and audio clips. It will draw on delegate's own professional issues and experience.

Reputation

- ❖ **What it is**
 - ◆ A perception....
 - ◆ Trust
 - ◆ Extraordinary loyalty
 - Deserved
 - No longer deserved
 - ◆ Reputational capital
- ❖ **Why it is increasingly important**
 - ◆ The move from products to experience
 - ◆ The rise of consumer power
 - ◆ Employees
 - ◆ Shareholders – normal & ethical
 - ◆ Globalisation
 - ◆ Regulatory & reporting requirements
 - ◆ Stock market expectations
 - ◆ **Analysis:** From Enron & Andersen to Sarbanes Oxley and the implications for reputation management
- ❖ **How it manifests itself**
 - ◆ Brands
 - ◆ Brand value
 - ◆ Trust
- ❖ **How it is created**

What threatens it?

- ❖ **Unreported dissatisfaction**
 - ◆ Individual
 - ◆ word of mouth
 - ◆ word of blog
- ❖ **Death by a thousand cuts**
- ❖ **A creeping issue**
 - ◆ Unaddressed
 - ◆ Played down
 - ◆ Handled aggressively – get the lawyers in
 - ◆ Badly handled
- ❖ **A sudden crisis**
 - ◆ Badly handled
 - ◆ Ignored for too long
 - ◆ Played down

Case study – a product recall

Fumbled

Case study – a leisure industry company

Public statement gaffs
Leads to further revelations

- ◆ Revealing the unacceptable

Case study – multiple stakeholders in a major transportation accident

A whistleblower

An investigative report

Case study – a multinational financial services company

The consequences

- ❖ Loss of share price
- ❖ Reduction in brand value
- ❖ Loss of sales
- ❖ Loss of key relationships
- ❖ Lost employees
- ❖ Failure to retain/recruit talent

How it is managed

- ❖ Rarely has board ownership
- ❖ Often seen as a PR issue
- ❖ The overlooked potential of customer contact, service and relationships
 - ◆ **Case studies**
- ❖ Reliance on lawyers, insurers
- ❖ **Case study** – a global financial services company

External pressures

- ❖ Corporate governance
- ❖ Corporate social responsibility
- ❖ Non-financial reporting
- ❖ Ethical investors
- ❖ Pressure groups

How to manage reputation

- ❖ Why just crisis planning is not enough
- ❖ Achieving the optimum balance between mitigation and resilience
- ❖ Why the strategy must be all-pervasive and not an add-on
- ❖ How the strategy can add to your brand value and financial results
- ❖ The key elements of the strategy
 - ◆ Understanding your reputation & reputation needs
 - ◆ Harmonising with your corporate vision and culture
 - ◆ Mitigation – reducing the possibility of a damaging crisis or issue
 - ◆ Crisis preparedness

Creating a responsive organisation

- ❖ Creating a risk radar
- ❖ Assessing emerging issues
- ❖ Creating crisis preparedness - objectives

Course Outline

Reputation Risk Management in depth

Assessing your reputation

- ❖ Setting up the process – getting the right support, selecting the participants
- ❖ The value and methods of collective decisions and transparency
- ❖ Using software, templates and tools
- ❖ **Interactive process** – delegates will create reputation maps for their organisation
- ❖ **Interactive process** – delegates will identify their organisation's stakeholders and key sensitivities
- ❖ Risk filtering – a group process explored
- ❖ Further investigations - the sort of information that will be needed to fine-tune your profile

Assessing risks

- ❖ **Interactive process** – delegates will be taught a process for drilling down into the dimensions of a key reputation risk identified by them earlier

Creating the strategy

- ❖ Evaluating input from the risk assessment
- ❖ Viewing the risk assessment in the context of the organisations values, culture, image and aspirations
- ❖ Making commercial choices
- ❖ Defining the risks and issues that will be included in the RRM process
- ❖ Setting up and empowering the reputation RM committee
- ❖ Recording and communicating the strategy
- ❖ Keeping it current

Implementation

- ❖ Adjusting corporate behaviour
- ❖ Changing the culture
- ❖ Harmonising your projected brand values or desired image with reality
- ❖ Establishing your values in everything you do

Monitoring the strategy

- ❖ Setting up the measuring and monitoring processes
- ❖ Harmonising internal and external information
- ❖ Use of external business intelligence
- ❖ Use of market research
- ❖ A balanced scorecard approach

Creating a responsive organisation

- ❖ Using the output of the RRM strategy to fine-tune the risk radar
- ❖ Determining tripping points and alert points
- ❖ Responding to emerging issues – when to be proactive, when to monitor and when to ignore

- ❖ Creating an issues group for close monitoring
- ❖ Conduct of the group and reporting lines
- ❖ Modelling how an issue may develop to predict how it will develop, when it may go critical, and how you should respond

Creating crisis preparedness

- ❖ How others have fared – an analysis of a range of crises showing:
 - ◆ The ones that were handled well, and why
 - ◆ **Case study** – the ground breaking crisis response that created best practice
 - ◆ The crises that were handled badly – common mistakes and the lessons to be learned
- ❖ **Crisis simulation**: divided into teams, delegates will role play the senior executives of an organisation as it responds to a reputation crisis. This two hour session will simulate the pressures, issues and confusion that are created by a typical crisis.
- ❖ How a crisis unfolds: integrating the unfolding of a typical reputation crisis with a review of the crisis simulation and feedback on how the teams performed and the lessons to be learned
- ❖ The elements of crisis preparedness –
 - ◆ Immediate response
 - ◆ Triggering
 - ◆ Team assembly and logistics
 - ◆ Data
 - ◆ Setting up the communication flows
 - ◆ Information requirements
 - ◆ Dynamic crisis management - **Learn a powerful methodology** for clear decision making at the heart of a crisis.
 - ◆ The strategic crisis plan
 - ◆ Technical plans
 - ◆ How it all works together – the modular approach
- ❖ The team's needs
 - ◆ Training
 - ◆ Familiarity
 - ◆ Crisis experience
 - ◆ Team characteristics
 - ◆ Leadership characteristics
 - ◆ Media training
 - ◆ Absence of sleep deprivation
 - ◆ Absence of other pressures
- ❖ Keeping it alive
- ❖ Putting it all together
- ❖ Final questions
- ❖ Personal action plans

REPUTATION RISK MANAGEMENT

12TH – 14TH June 2005, Renaissance Dubai Hotel

Registration Form

Please complete this form immediately and fax back to:

Bekim

Fax: + 971 4 367 8038

Name:
Position:
E-mail:
DID:
Mobile:
Fax:

Name:
Position:
E-mail:
DID:
Mobile:
Fax:

Name:
Position:
E-mail:
DID:
Mobile:
Fax:

NOTE: Mobile Number needed to call if there are last minute changes.

Organization:
Gen Tel.: Gen Fax.:
Address:
.....

Nature of Business:
Authorization (This form is invalid without a signature)

Name:
Position:

Signature: Date:

Contact Person:

Name:
Position:
Tel./DID: Fax:
Email:

Contact Us

Tel: + 971 4 3678170 Fax: + 971 4 3678038

Email: kavaqme@kavaq.com

Payment Details

Payment is required within 5 days upon receipt of the invoice. Please TT transfer to:

Kavaq Business Intelligence FZ LLC

All payments must be received prior to the event date

Credit Card Payments (Please fill below)

Credit Card: VISA Master (Please Circle)

Name on the Card: _____

Credit Card No: _____

Card Verification Code: _____

(Last 3 numbers below the magnetic bar at the back of the Card)

Expiry date: _____

Signature: _____

Confirmation details

Joining details confirming your participation will be sent, once a registration has been received. After receiving payment a receipt will be issued. For hotel bookings please contact Renaissance Dubai Hotel @+97114 2625555 and quote Kavaq's event to take advantage of the corporate rate.

Note on Hotel Accommodations:

Dubai is a very busy commercial hub the year around. You are strongly advised to reserve your room early as hotels fill up very quickly and accommodation might become unavailable.

Cancellations/Substitutions

Substitutions are welcome at any time. Please notify us at least 2 working days prior to the event. All cancellations will carry a 10% cancellation fee, once a registration form is received. All cancellations must be in writing by fax or e-mail at least 7 working days before the event date i.e. **before 1st June 2005**. Cancellations with less than 7 working days prior to the event date carry a 100% liability. However, course materials will still be couriered to you.

Risk Free Guarantee

In case you are not satisfied with the contents of the training or the trainer, you can ask for our risk free guarantee. We will give you a voucher equal to the value that you have paid for the event. You can use this voucher for any of our events within 12 months from the date of issue of the voucher. This guarantee does not have any conditions, except that notice should be given in writing either by fax or email by the participant or the authorized person within 48 hours after the event.

Office Use Only:

Invoice to: _____

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